

**Chesterfield
County**



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan FY2017-2021



Planning Today to Meet the Law Enforcement Challenges of the Future

TABLE OF CONTENTS



<u>Section</u>	<u>Page</u>
Blueprint Chesterfield	4
Department Priorities	4
Department Vision, Mission & Core Values	5
Introduction from the Chief of Police.....	6
Strategic Planning Time Line.....	7
Departmental Goals.....	8
Program Inventory (Performance Measures)	9
Providing Quality Service (Charts).....	18
Highlights & Accomplishments	22
Budget Analysis	32
Benchmarking	33
Future Outlook & Analysis	34
Future Challenges	35

BLUEPRINT CHESTERFIELD

Mission Statement

Providing a First Choice community through excellence in public service

Vision Statement

To be an extraordinary and innovative community in which to live, learn, work and play

Values

Results, Innovation, Service, Ethics

Blueprint Chesterfield Goal 2: Safety and Security

Goal definition:

Partner with residents to provide a safe and secure community through prevention, readiness, and professional response

Objectives:

- 2.1 Enhance community preparedness through prevention
- 2.2 Increase safety and perception of safety
- 2.3 Reduce incidents that result in injury, death and property damage
- 2.4 Reduce the recurrence of incidents that negatively impact county resources

Countywide Public Safety Division Priorities

- 1. Recruit, develop and retain a high performing workforce
- 2. Community risk reduction
- 3. Meet critical technology needs

Police Department Priorities

- 1. Meet staffing needs
- 2. Continue highway safety efforts
- 3. Reduce the crime rate and increase the criminal case clearance rate
- 4. Enhance community outreach efforts, including social media channels
- 5. Offer enhanced training opportunities for employees
- 6. Achieve national accreditation

Animal Services Unit Priorities

- 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals
- 2. Maximize the number of live exits and continue to provide care and housing for animals remaining
- 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided

CHESTERFIELD COUNTY POLICE DEPARTMENT

Vision Statement

The Chesterfield County Police Department is committed to being a nationally recognized leader in law enforcement through hiring, training, and promoting the finest police professionals. Our department is dedicated to the use of innovative and adaptive law enforcement technology, as well as implementing effective crime prevention strategies with our community partners. We are devoted to ensuring the safety and security of our community through exceptional service.

Mission Statement

The mission of the Chesterfield County Police Department is:

- To **serve** the people of Chesterfield County with integrity and professionalism;
- To **protect** the quality of life, safety, and security of our diverse community through proactive enforcement efforts and effective crime prevention strategies;
- To **lead** the community in solving problems and building partnerships.

Core Values

- **IN**tegrity
- **S**ervice
- **P**rofessionalism
- **I**nnovation
- **R**esponsibility
- **E**xcellence

These values, when combined as an acronym, create our overarching ideal: to **INSPIRE** each other and our department.



CHESTERFIELD COUNTY POLICE DEPARTMENT

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The Chesterfield County Police Department develops a five-year Departmental Performance Plan to address the law enforcement and service needs of the residents of Chesterfield County. The Departmental Performance Plan incorporates the goals and objectives established by Chesterfield County's Strategic Plan. The police department's command staff reviews the goals and objectives in the county's Strategic Plan, and determines the direction the police department must take to meet these goals and objectives.

This document outlines the police department's service efforts, accomplishments, and future challenges. It will assist in developing the Departmental Performance Plan for the future and help county leaders fulfill the county's vision.

An implementation plan included in this document will enhance our ability to provide the highest quality service to the residents of Chesterfield County. This plan includes staffing, equipment, information technology, facilities, programs, and staff development, all of which impact the department's ability to achieve its goals and the goals set forth in the county's Strategic Plan.

Given the growth and changing demographics of Chesterfield County, the police department must respond accordingly. Hence, change is inevitable. By making these changes, we will continue to be a nationally recognized leader among law enforcement agencies in providing a safe and secure community in which to live.

A handwritten signature in black ink, appearing to read "Col Thierry G. Dupuis".

Colonel Thierry G. Dupuis, Chief of Police



Departmental Performance Plan Time Line

<i>July</i>	Division Commanders submit a prioritized list of projected new resources for the FY2017 through FY2021 Departmental Performance Plan (use the attached form) to Bureau Commanders.
<i>July</i>	Bureau Commanders submit a list of projected new resources (use the attached form) to Sr. Administrative Analyst.
<i>July</i>	Administrative Support Bureau Commander submits updated 10-year sworn staffing plan to Lt. Colonel for review (copy to Sr. Administrative Analyst).
<i>August</i>	Bureau and Division Commanders submit Accomplishments and Future Challenges to Sr. Administrative Analyst.
<i>August</i>	Bureau and Division Commanders submit performance measure results to Information Services Division.
<i>September</i>	Lt. Colonel, Bureau Commanders, OPS Captain and Finance Unit Chief of Administrative Services meet with Colonel to approve 10-year sworn staffing plan, review new resource requests, and establish departmental priority list of these request for FY2017.
<i>October</i>	Bureau and Division Commanders submit justifications for new resource requests to Sr. Administrative Analyst.
<i>January</i>	Police and Animal Services key measures updates (for prior calendar year) are completed by Information Services Division.
<i>January</i>	Draft Departmental Performance Plan reviewed by Bureau and Division Commanders.
<i>February</i>	Draft Departmental Performance Plan reviewed and approved by Colonel and Lt. Colonels.
<i>March</i>	Final FY2017-FY2021 Departmental Performance Plan approved by Colonel, distributed to Command Staff and the Department's Strategic Plan (condensed version DPP) posted on county's website.



Departmental Performance Plan Goals

GOAL 1: To provide effective policing and ensure continued public safety.

GOAL 2: To increase community members' safety and the perception of safety.

GOAL 3: To reduce and control criminal activity.

GOAL 4: To establish, maintain and enhance community partnerships that help ensure a safe community.

GOAL 5: To maximize operational efficiency and deliver excellence in customer service.

GOAL 6: To increase the proportion of crime cleared by arrest.

GOAL 7: To be the law enforcement employer of choice.



Departmental Performance Plan Program Inventory

Police Program 1: Uniform Operations / Patrol

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety and

2.3 Reduce incidents that result in injury, death and property damage

Department Goal:

Goal 1. To provide effective policing and ensure continue public safety

Goal 2. To increase community members' safety and the perception of safety

Goal 3. To reduce and control criminal activity

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Program Description: Provide first response to calls for service, preventative patrols, and enforcement of state laws and county ordinances. Support community policing efforts and provide off-duty officers to businesses in the county.

Types of Performance

Measures:

Number of calls for service and assists

Police activities

Average response time for priority one calls

Number of alcohol related crashes

Number of DUI arrests

Number of NIBRS incidents reported to State Police

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 2: Criminal Investigations Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Department Goal:

Goal 3. To reduce and control criminal activity

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate major crimes against persons, special victims, and property; this division includes the domestic violence coordinator and forensics.

Types of Performance
Measures:

Number of cases assigned to
Criminal Investigations

Number of cases cleared by
Criminal Investigations

Types of customers and
description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what
authority:
Federal, State, County



Police Program 3: Special Investigations Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Department Goal:

Goal 3. To reduce and control criminal activity

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate organized criminal activity, to include narcotics organizations and gangs. Apprehend wanted persons, reduce unexecuted criminal warrants, and extradite wanted persons.

Types of Performance
Measures:

Number of cases assigned to
Special Investigations

Number of cases cleared by
Special Investigations

Types of customers and
description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what
authority:
Federal, State, County



Police Program 4: Personnel & Training Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 7. To be the law enforcement employer of choice

Program Description: The Personnel Unit focuses on recruitment, testing, background investigation, and selection of personnel for recommendation for hire; administering the career development program; and processing of all permits and licenses. The Training Unit provides all recruit, in-service, and specialized training (SWAT) and career development education, as well as firearms and vehicle operation training. This division also includes Enon and EVOC facility operations.

Types of Performance

Measures:

Number of applicants for police officer recruit

Number of applicants approved for panel interview

Number of applicants hired

Number of training classes conducted

Number of persons instructed

Number of man-hours expended instructing

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 5: Information Services Division

Chesterfield Blueprint Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Manage police records management system and statistical reporting to state police; coordinate information retrieval, crime analysis, and systems support, including mobile data computers and traffic analysis.

<u>Types of Performance Measures:</u>	<u>Types of customers and description of number served:</u>	<u>Is this service mandated:</u> <u>Yes</u>
Number of incoming calls to RMS line	Internal and external	<u>If mandated, by what authority:</u> Federal, State, County
Number of calls answered by Records Specialists		
Number of officers assisted with RMS reporting		



Police Program 6: Community Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 2. To increase community members' safety and the perception of safety

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Program Description: Provide crime prevention education, Community Academies, Crime Prevention through Environmental Design (CPTED), an apartment safety coordinator, and other services, such as Neighborhood Watch, Project Lifesaver, towing coordinator, and volunteer coordinator. This division also provides community services through the School Resource Officer (SRO) program in middle and high schools, and the Success Through Education and Proactive Policing (STEPP) program in all elementary schools. School crossing guards provide safe passage of students on busy roadways.

Types of Performance Measures:

Number of crime prevention programs conducted

Number of persons instructed

Number of man-hours expended instructing

Types of customers and description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what authority:
Federal, State, County



Police Program 7: Management Services Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.1 Enhance community preparedness through prevention

Department Goal:

Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community.

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Assists with operational preparedness, homeland security, and emergency management programs, as well as the Crime Solvers program, public information, and drug court officers. Provides logistical support and maintains custodial care of property and evidence in the possession of the police department. Develops and maintains inventory accountability for the handling of property and evidence, as well as the procurement and administration of issued departmental uniforms, equipment, and supplies.

Types of Performance

Measures:

Number of drug tests performed

Number of evidence transactions

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 8: Office of the Chief – Office of Professional Standards, Finance, and replacement vehicle programs
 Blueprint Chesterfield Goal 2: Safety & Security
 County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources
 Department Goal:
 Goal 2. To increase community members' safety and the perception of safety
 Goal 5. To maximize operational efficiency and deliver excellence in customer service

Program Description: Provides overall planning, development, and direction for police services. Provides independent internal inspection service for the chief of police and members of management through the Office of Professional Standards. Provides fiscal control of the department operating budget, asset forfeiture funds, and grant funds, and manages department time accounting function and administration of the county's false alarm ordinance. Manages department vehicle replacement program for sworn positions in patrol and investigations.

Types of Performance Measures:

Budget

Percent change in cost per capita

Number of false alarm calls

Types of customers and description of number served:

Internal and external

Is this service mandated:
Yes

If mandated, by what authority:
Federal, State, County



Animal Services Program: Enforcement and Animal Shelter

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.2 Increase safety and perception of safety

Animal Services Unit Priority:

Priority 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals

Priority 2. Maximize the number of live exits and continue to provide care and housing for animals remaining.

Priority 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided.

Program Description: Enforce state laws and county ordinances as they apply to domestic animals by responding to calls for service by residents. Provide care and housing of animals, maintenance of kennels, and administrative duties. Facilitate the return of animals to owners and the adoption of unwanted animals; promote responsible pet ownership.

Types of Performance Measures:

Number of animals housed at shelter

Number of animals adopted

Number of animals returned to owner

Number of community member contacts (calls, walk-ins, and emails)

Number of volunteer hours

Number of adoption events

Types of customers and description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan Providing Quality Service

Over the years, the police department has adopted philosophies in line with the county's goal of providing a "First Choice Community" to its residents. The police department has the responsibility to provide Chesterfield County residents a safe and secure community in which to live by responding to 100 percent of calls for service, investigating crime, apprehending criminals, and providing traffic enforcement and drug education. The police department provides innovative, effective police service by engaging in partnerships with the residents of Chesterfield County.

Chesterfield Clearance Rate vs. National Clearance Rate

<u>Selected Incidents</u>	<u>2014 National Clearance Rate</u>	<u>2014 Chesterfield Clearance Rate</u>	<u>2015 Chesterfield Clearance Rate</u>
Arson	20.4%	42.5%	46.0%
Assault	50.4%	83.6%	81.4%
Burglary/B&E	11.3%	19.4%	19.4%
Homicide*	55.2%	57.1%	80.0%
Larceny/Theft	21.7%	35.3%	33.7%
Motor Vehicle Theft	11.8%	38.1%	42.6%
Sex - Forcible	29.6%	56.1%	59.4%
Robbery	25.6%	45.8%	48.3%

Source: National NIBRS clearance rate for
2014 is the most current available –
published Fall 2015

* Includes all Homicide Offenses



Workload Indicators

	CY2011	CY2012	CY2013	CY2014	CY2015
Calls for Service & Assists	190,017	189,023	187,786	191,027	192,205
Police Activities	414,117	481,706	480,383	463,139	439,278

Source: Police Key Measures dated 02/25/2016

Ratio of officers to population

	CY2011	CY2012	CY2013	CY2014	CY2015
Chesterfield County Population*	318,000	319,000	323,000	328,000	332,000
Figures based on authorized funding levels:	June 2011	June 2012	June 2013	June 2014	June 2015
# of sworn officers	513	512	512	517	528
Ratio of officers per 1,000 population -	1.61	1.61	1.59	1.58	1.59

*Annual population estimates provided by County Planning Department. Police Key Measures dated 02/25/2016

\$ Cost per capita (*all figures adopted budget except FY2017 – proposed figure)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017*
Police Operating Budget	\$52,274,000	\$55,772,900	\$56,960,100	\$59,391,700	\$60,364,000	\$61,213,300
Chesterfield Cost Per Capita	\$163.87	\$172.67	\$173.66	\$178.89	\$179.12	\$180.04

*Calculations based on population estimates provided by County Planning annually. Police Key Measures dated 02/25/2016

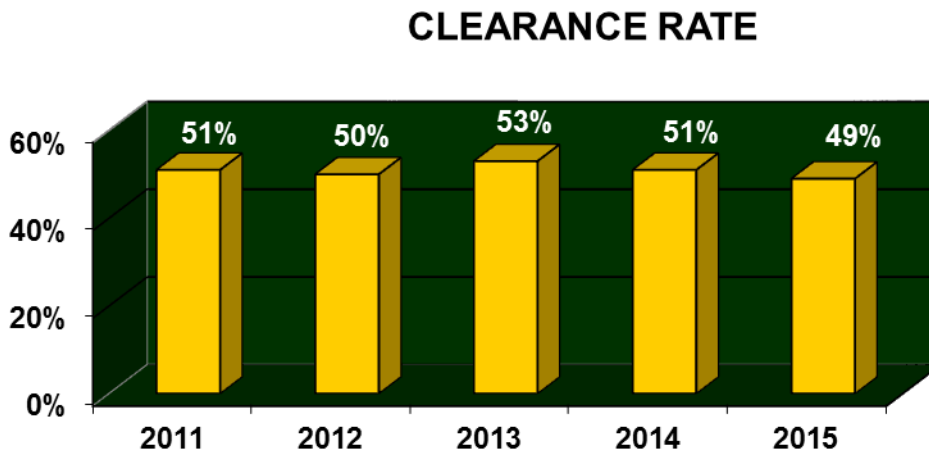


Departmental Performance Plan Providing Quality Service

In Blueprint Chesterfield, the county's safety & security goal is defined as: "Partner with residents to provide a safe and secure community through prevention, readiness, and professional response." Our philosophy is to provide tough, not oppressive, law enforcement. The police department provides strict traffic enforcement and has a solid reputation for fighting crime. Serving the residents of Chesterfield County with high police visibility produces more law enforcement and decreases crime. This reputation evolved from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies, Chesterfield County Police Department employees work together to maintain a good clearance rate, incident rate, and response time average, and to provide top-grade equipment and training to our personnel. The following charts depict the department's effective law enforcement in meeting the county's goals and objectives.

Clearance Rate:

Target - 50%



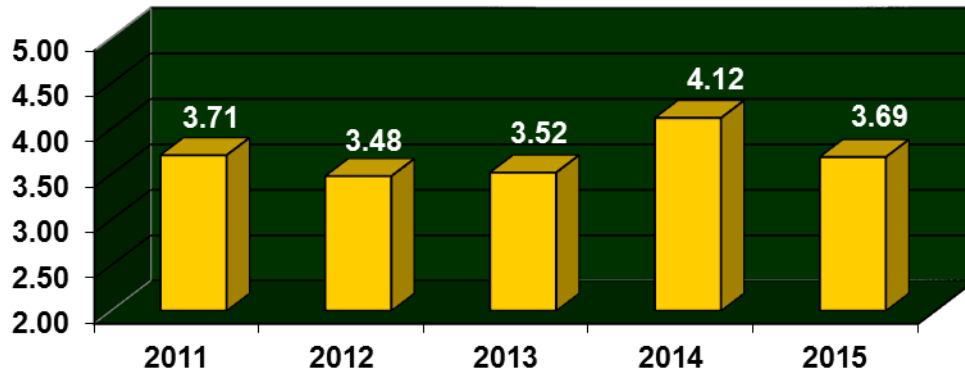
Calendar year figures

Source: Police Key Measures February 2016

Response Time:

Target - less than 3 minutes

RESPONSE TIME (Priority 1 Calls)



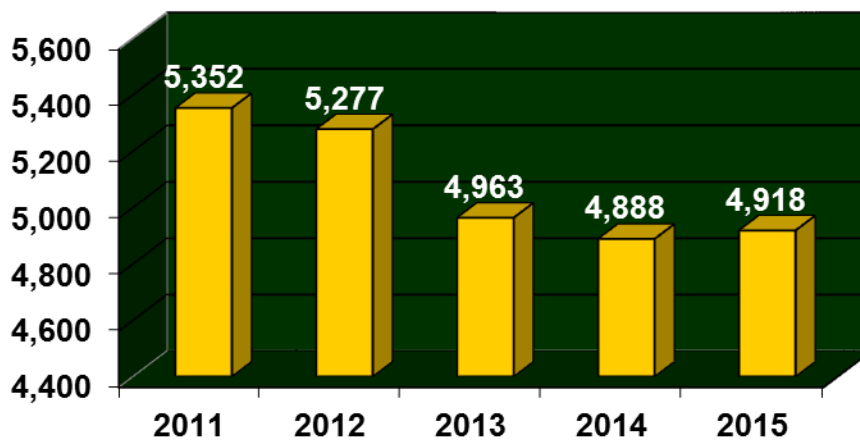
Calendar year figures

Source: Police Key Measures February 2016

Incident Rate:

Target – less than 6,000 per 100,000 residents

INCIDENT RATE



Calendar year figures

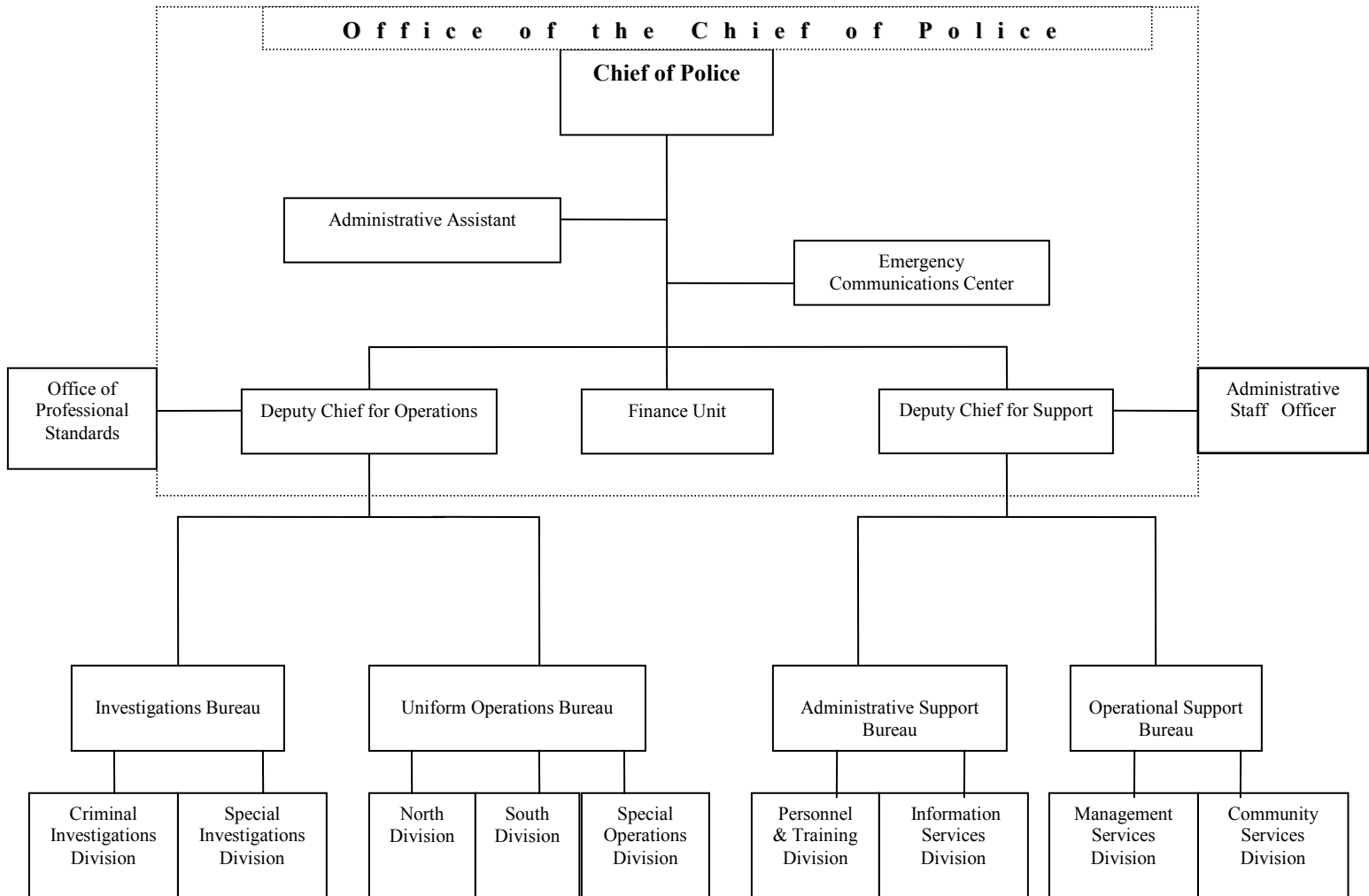
Source: Police Key Measures February 2016

Highlights and Accomplishments

Department Reorganization

In August 2014, the police department reorganized several areas. A new division was created, two other divisions were merged into one, and several other department components were renamed.

The new organizational chart is provided below:



Highlights and Accomplishments - Continued

Office of the Chief of Police

Finance Unit:

During FY2015, the Finance Unit worked with the Accounting Department on the new countywide accounts payable expenditures report available on the county's new open government web page. The report allows community members to view payment activities for all county agencies.

Staff members worked with various bureau/division commanders and numerous other department and county staff members (Accounting & Budget) regarding the police department's reorganization in August 2014. FY15 was the first full year with the new divisions.

The Finance Unit worked with command staff to update the department's program inventory based on a request from the Budget Department. The project was completed in August 2014 and will now become an annual work effort.

During FY15, the Finance Unit worked with department staff, timekeepers, liaisons, and county payroll to review and adjust all sworn FLSA cycles to mirror county pay cycle end dates. The unit also continued working throughout the year with the department's telestaff implementation team. Some of the major milestones for the project during FY15 are as follows: Telestaff used as source for officer activity; numerous reports developed for liaisons, supervisors, and timekeepers; began replacing PD160 timesheets (excel document) with the telestaff version – personal history report – for payroll liaisons; developed draft policy, biweekly payroll checklist for timekeepers, and the current Finance Unit SOP.

Office of Professional Standards:

The Office of Professional Standards entered into a contractual agreement this year with the Commission on Accreditation for Law Enforcement Agencies (CALEA). The agency's purpose is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

During the year, the team also successfully tested body-worn cameras. The department conducted a 30-day trial session with two separate body-worn camera vendors. The goal was to create a more comprehensive understanding of how the system would work within Chesterfield County's local government. Draft policy was created to govern the trial session.

The Office of Professional Standards conducted three divisional staff inspections. The staff inspections permit the Office of the Chief to review day-to-day operations to ensure standard practices and procedures are being followed. The inspection helped

Highlights and Accomplishments - Continued

the agency sustain strengths while identifying and improving upon weaknesses.

The blue team software implementation was completed in FY15. The software streamlines information that was previously captured by multiple databases. The department now has a more accurate reporting system. As a result, administrative investigations are more secure and more quickly routed through the chain of command.

Members of the Office of Professional Standards are training to learn the jobs of their coworkers. This cross training effort will assist with training new office personnel when transitions occur. Additionally, this process enables members of OPS to provide professional services in all areas.

Uniform Operations Bureau

The police department obtained federal funds through the Community Oriented Policing Services (COPS) grant program to fund five officer positions. Those positions help the department fulfill COPS initiatives relating to community partnerships, problem solving, and organizational transformation.

The Uniform Operations Bureau reinstituted the hispanic liaison officer position in FY15. The position had been vacant since November 2012 due to the previous officer leaving the department. Through the COPS Grant, the department was able to fill this position full-time and re-start our efforts to provide police services and break down barriers with our ever growing Latino community.

Through the COPS hiring grant, the department was able to assign a full-time community policing officer to the Village of Ettrick. This village is in a relatively isolated area of the county and contains a historically black college (Virginia State University). The area has many revitalization needs and opportunities for forging better police relations with the diverse community.

During FY15, the bureau completed TASER training and distribution to all uniformed field officers and first-line supervisors. This important less-than-lethal weapon provides officers a good alternative to deadly force in many circumstances and allows the officers to more easily control combative persons while minimizing injury to officers and suspects.

The Uniform Operations Bureau replaced two UOB administrative sergeants with corporals during the fiscal year. Utilizing corporals for these positions allowed the department to re-assign two sergeants to supervise the expanding community policing program in the north and south divisions.

Highlights and Accomplishments - Continued

Investigations Bureau

Criminal Investigations Division:

On January 24, 2015, the owner of Three Amigos Auto Sales was found murdered in his business. With virtually no initial leads in this case, the Crimes Against Persons Unit began an intensive investigation to identify those responsible for the crime. As the scope of the investigation expanded around the business, detectives discovered and developed two persons of interest with the assistance of several business owners and their surveillance systems. Through multiple investigative techniques encompassing a wide variety of assisting agencies and technologies, detectives identified a person from Washington, D.C., and a person from Manassas, Va., as suspects in the murder. The arrest of the person of interest in Washington, D.C., resulted in the confirmation of a murder-for-hire conspiracy. The person behind the conspiracy is still a fugitive, and is believed to have fled the United States.

On March 3, 1999, officers and detectives responded to the area of Falling Creek north of Chippenham Parkway to investigate a body discovered partially submerged in the creek. Leads were quickly exhausted. Over the years, several detectives have reviewed the case, with some leads being followed as far south as Florida. Then, in July 2014, information was received from a person who implicated a family member as being involved in the murder. The suspect was identified as a 43-year-old, married father currently living in El Salvador. The detective assigned to the case ramped up the investigation. With assistance of FBI Richmond, the suspect was located in El Salvador. The El Salvador American embassy and FBI legal attaché agents, as well as police and military resources in El Salvador, began operations to locate the suspect, who lives in MS-13 territory. On Jan. 19, 2015, the detective assigned to the case and the Richmond FBI agent traveled to El Salvador. The suspect was located and agreed to accompany the police for an interview. He spoke fluent English and was interviewed for two-and-a-half hours. During the interview, he made numerous incriminating statements, including that he struck the victim with a frying pan and returned to the scene the following day to retrieve his clothes. He identified the victim and the alias he was using. In March of 2015, he was indicted for murder. A federal arrest warrant was issued for unlawful flight to avoid prosecution. Currently, the FBI is working with the El Salvadorian government on the possibility of his extradition back to the United States for prosecution.

A lead suspect was identified in the homicide that occurred at Treetop Apartments on March 5, 2015. The suspect was an active member of the 1800 Idlewood Gang and a heroin dealer. During the investigation, the state lab was able to link shell casings recovered from this murder scene to the Copeland Homicide that occurred in Meadowdale in May 2014. The shell casings were also linked to a June 2013 shooting in Henrico County in which multiple subjects were shot. With the assistance of the Vice and Narcotics Unit, Henrico Police, Richmond Police, and the DEA, other members of the 1800 Idlewood Gang were identified as part of a large heroin distribution ring. During the early morning hours of May 26, 2015, Criminal Investigations, Narcotics and Tactical

Highlights and Accomplishments - Continued

Investigations personnel, with the assistance of the DEA Task Force Group, FBI, Richmond Police, and Henrico Police, more than 120 law enforcement personnel executed six search warrants, three in Henrico and three in the City of Richmond. During that operation, an additional search warrant and consent search were conducted. The suspect and two others were apprehended on outstanding warrants as a result of this collaborative investigative effort with narcotics. They were transported to CID and interviewed regarding the Treetop Apartment murder. Through the course of the morning, the suspect was identified as the source of heroin for our homicide victim, while also supplying the other two arrestees. A total of 1,253 grams of heroin, scales, packaging material, five handguns, two AR-15 .223 caliber assault rifles, two SKS .762 assault rifles, six vehicles, 20 cell phones, four tablets, paperwork, and \$140,000 U.S. currency were seized during the execution of the search warrants. The suspect's cell phones were exploited utilizing Cellebrite and Lantern. Data recovered from the phones included discussions regarding the murder. The suspect hung himself in his jail cell on May 30, 2015.

On January 22, 2015, officers responded to a fire alarm at L.C. Bird High School. When officers arrived, they found a stolen van had been driven through the front of the school and was on fire. The resulting damage was estimated to be about \$300,000. Detectives diligently worked on the case using social media, interviews, and tips. Detectives assisted with social media search warrants while L.C. Bird High School's SRO provided tips from students and served as liaison between the school administration and detectives. Less than two weeks into the investigation, detectives were able to develop a timeline in this case and arrest three juvenile suspects.

Forensic investigators responded to a commercial robbery during the summer of 2014. The clerk of the store was bound and robbed. The suspects stole cash, nearly \$15,000 in cigarettes and the store's surveillance system so they couldn't be identified on camera. The investigator collected several items of evidence including: glove, prints, duct tape, and a red bull can that the clerk said one of the suspects was drinking from. The investigator did a DNA swab on the red bull can and the swab was eventually sent to the state lab for testing. In January 2015, the DNA swab returned with a hit on a suspect. This suspect was already incarcerated in Richmond for a Richmond robbery. Without this piece of DNA evidence, this case may have gone cold. Instead, it resulted in an arrest in relation to this Chesterfield County commercial robbery.

Special Investigations Division:

The Vice and Narcotics Unit prides itself on teamwork and its partnerships with the DEA and Virginia State Police. This year, Detective Thomas Kline and DEA Group 21 had successes with many joint cases. A highlight from this year was the seizure by the DEA group of 19 kilos of cocaine at ABF Freight Company. This was one of the biggest seizures of cocaine in the Richmond Metropolitan area in over 10 years.

Highlights and Accomplishments - Continued

The Vice and Narcotics Unit has made heroin a primary focus and, as a result, has arrested a major heroin dealer. The dealer was responsible for several heroin overdoses in the Richmond Metropolitan area and an overdose in Charlottesville. After conducting a search of the individual's residence, he was taken into custody without incident and 31 grams of heroin was found in his possession. Upon searching the residence, detectives located and seized another 67 grams of heroin, a pistol, and approximately \$130,000 in cash.

The Vice and Narcotics Unit has been working on reducing human trafficking by joining the FBI's Child Exploitation Task Force. This partnership has led to quarterly prostitution stings in the Richmond Metro Area with the goal of reducing prostitution and identifying individuals who may be victims of human trafficking.

The Vice and Narcotics Unit has been working to reduce the amount of illegal drugs entering the county through parcel shipments. Detective Blaine Davis has been deputized by the DEA and uses his skill set to interdict packages from the United Parcel Service, Federal Express and the United States Post Office. The cases generated from the package interdictions have led to numerous arrests, seizures of illicit drugs and seizures of thousands of dollars in illegal drug money.

After a suspect was developed in the Three Amigos Homicide, Covert Operations, MSOG, Fugitive, and Narcotics detectives were tasked with locating the suspect and identifying additional suspects. Over the next several weeks, members of these groups traveled to Washington, D.C, Maryland, and locations in Northern Virginia to complete their task. They were able to locate the suspect and identify his pattern of movement, as well as identify and locate a second suspect. At the appropriate time, these surveillance units were able to assist Criminal Investigations in the apprehension of the suspects and service of several search warrants.

Administrative Support Bureau

Personnel & Training Division:

The Training Unit developed and implemented Active Shooter/Critical Incident Response training that incorporated the "rescue component" of mass casualty incidents. The training included a joint effort during which police officers and firefighters/paramedics operated in conjunction as rescue teams. It was the first time in the history of Chesterfield County that our two departments have participated in extensive mandatory training together.

The Personnel Unit renewed its commitment to diversity in hiring and achieving a police department that is reflective of our community. The Personnel Unit created a Recruitment Strategic Plan for Diversity and Ethical Hiring, and has expanded our recruiting efforts to a variety of non-traditional recruiting events, such as cultural festivals and charity functions. This will ultimately allow us to meet the continuing challenge of recruiting the numbers of qualified police recruits necessary to maintain and grow department staffing levels in response to turnover, retirements, and county

Highlights and Accomplishments - Continued

population growth. This allows us to continue to further Chesterfield County Strategic Goal 1:4, to attract develop and retain a diverse, high performing workforce.

The Training Unit continues to be a regional leader in facilitating training for not just our employees, but our regional partners, as well. The Enon Driving Facility has been made available for our regional partners to rent for a cost that is less than the operating costs of the facility. The Training Unit created and hosted what is hoped to be the first of an ongoing series of annual Women in Policing Conferences. Additionally, over a dozen courses were hosted by our department and offered to employees from departments across the Commonwealth.

Finally, working with other departments in the region, the Training Unit helped develop the first Richmond Metro Leadership Conference.

The Personnel Unit processed 5,533 applications for employment, tested 765 police recruit applicants, and completed 80 background investigations. The department hired 58 new full-time employees this year. The Personnel Unit also completed 3,361 background investigations for county permit applications and 2,575 background investigations for county recreational coaches. The unit also hosted or participated in 139 recruitment events.

The Personnel and Training Units worked in conjunction to hire and train 41 police recruits during this fiscal year (28 officers graduated in September from the 63rd Basic Police Academy and 13 officers graduated in February from the 64th Basic Police Academy.) This involves the extensive application and testing process, the background investigation process, a 32-week training academy, and field training, all of which require extensive participation and cooperation between both units in the division.

Information Services Division

In September 2014, the Records Section transitioned from 10-hour shifts to a 12-hour platoon schedule. This new schedule helped to significantly reduce overtime costs within the Records Section while giving employees more days off and maximizing the efficiency of the operation.

The Systems Support Unit was tasked with purchasing, configuring, and deploying a substantial number of new replacement computers, as well as upgrading all department computers to the Windows 7 operating system. The unit installed SCCM connections on each computer in order to receive software and hardware updates from IST, which met a new CJIS requirement. In an effort to increase efficiency, the unit developed an automated software installation process for some software to be installed during computer setup to reduce total time of software installation per computer. Members of the unit installed Windows 7 compliant software and configured each computer for the user. Currently, the Systems Support Unit has approximately 98 percent of department computers upgraded to Windows 7.

Highlights and Accomplishments - Continued

In January 2015, the Chesterfield County Police Department deployed the Quarterly Strategic Meeting concept. This meeting brings several of the department's commanders together to review crime and traffic trends within Chesterfield County for the previous three-month period as reported in the Quarterly Statistical Report. This quarterly report is produced by the crime analysts from the Crime Analysis and Records Unit and provides a statistical analysis of selected violent and property crime trends, as well as high-crash locations. The Uniform Operations Commanders take this information and develop initiatives to address the identified crime and traffic trends. The results of these initiatives are then reviewed during the following Quarterly Statistical Report.

In 2014, the Chesterfield County Police Department automated the Active Warrant File. This allows individuals to go visit the County's website to see if they, or anyone else they know, have any active warrants on file. This replaces an outdated system of individuals calling the police department and having to directly speak with an officer. This automation helps the police department field fewer warrant inquiry calls, and it helps to reduce the chance of individuals who are willing to turn themselves in being arrested at their home or business.

The division also successfully acquired, configured, and deployed Qlikview software to operational commanders. This was a joint effort between our internal automation analysts and County IST. This software now puts RMS, CAD, and officer activity data in the hands of operational commanders in a "real-time" format. They no longer have to wait for the following month to see where the data is going from a management perspective.

Operational Support Bureau

Management Services Division:

The Social Media Coordinator, with assistance from the Public Information Coordinator and other division members, created and maintains the police department's Facebook and Twitter accounts. A dedicated position was established to ensure the daily upkeep of the social media sites. Our program has outperformed those of other county departments in a very short time period.

The use of social media to highlight the departments' community-based efforts and recruiting has been successful. We were the first county agency to use the "Boost" feature on Facebook. Our reach for the purposes of recruiting was approximately 150,000 people and, as a result of our success, other county departments are now investigating in the use of "Boost."

In 2015, for the first time, the Public Information and Crime Solvers Section used the department's social media platforms during National Night Out. The section was instrumental in organizing the Neighborhood Watch Council's formation of a National Night Out Facebook Page that can be used every year.

Highlights and Accomplishments - Continued

In addition, a newly designed webpage enhanced the focus on marketing the Crime Solvers program.

The police department conducted a joint training with Chesterfield Fire and EMS. The training was centered on active shooter scenarios, as well as collaboration in supervision. Training culminated in practical, in-service training, as well as an active shooter exercise at Chesterfield Towne Center.

Community Services Division:

In 2015, Chesterfield's National Night Out event, which is coordinated by the department's Crime Prevention Unit, was ranked seventh nationally among localities with populations of 300,000 or more by the National Association of Town Watch.

School Resource Officers and Child Safety Officers (CSOs) excelled in teaching classes in the school environment for the Chief's Challenge. These classes covered topics such as DUI, occupant safety, pedestrian safety, and overall traffic safety.

Various members of the School Safety Unit received training to help them build better community relationships while working with various schools and agencies. Child Safety Officers presented 5,764 Success Through Education and Proactive Policing (STEPP) lessons to over 26,000 students in 38 elementary schools. The CSO group was recognized by the Positive Parenting Coalition for its contributions to the community and schools.

Animal Services

Chesterfield County earned a National Association of Counties (NACo) 2015 Achievement Award in the category of Criminal Justice and Public Safety for its "Free Ride Home" program. The Chesterfield County Police Department's Animal Services Unit recognized a need to reunite lost dogs and cats with their owners as soon as possible. Based on a program from another locality, the Free Ride Home program brings together the ASU and residents to ensure lost companion pets make their way home quickly and not to the local shelter. The program allows ASU officers to provide a free ride home to any pet for which officers can identify the owner. Officers who pick up a lost dog and cat with the appropriate information will attempt to contact the owner and transport the animal to its home, rather than the shelter. There is no fee to the owner for having his or her animal returned through the Free Ride Home program. Owners of dogs and cats that are admitted to the shelter must pay a fee. This program is an incentive for owners to ensure their pets have appropriate identification or a registered microchip.

The Animal Services Unit participated in the Maddie's Pet Adoption Days on May 31, 2014, and June 1, 2014. Spearheaded by the Richmond SPCA, Maddie's Pet Adoption Days was a great success for Metro Richmond government facilities and rescue organizations.

Highlights and Accomplishments - Continued

A total of 85 dogs and cats were adopted from the shelter during the two-day event. There were 43 dogs and cats who qualified for a grant from Maddie's Fund. The Chesterfield County Police Department/Animal Services Unit received a \$37,500 grant for the unit's participation, which is being used for spay and neutering of dogs and cats at the shelter.

The renovation project at the Animal Services Unit shelter was completed in October 2015. The project brought the kennel areas into compliance with Virginia regulations on sheltering animals in a public shelter. In addition, renovations to office areas gave staff more areas to work and additional computers to complete their assignments. A new garage, built to safely handle delivery of impounded animals, was added to the building; it also houses a new area for washing dogs and cats, laundry facilities and an area for the veterinarian to use for euthanasia.

On April 8, 2015, representatives from Emergency Management, Chesterfield County Public Schools, and the police department's Animal Services Unit met at the Courthouse Road Technical Center to perform a Pet Sheltering Drill. The goal of the drill was to allow Animal Services personnel to view the pet sheltering supplies and set up a few crates in the vet tech classroom. The Animal Services Unit gained good information it will use to develop further plans to take care animals during a disaster.

The Animal Services Unit continues to partner with the Chesterfield County Humane Society to help residents. The Humane Society began several new programs this year to promote homeless dogs and cats at the shelter. The Humane Society is providing sponsorships from residents in the county to provide a no-fee adoption on dogs and cats that need promotions to help them find a home. In addition, they are promoting the Animal Services Unit's Free Ride Home program by selling tags to county residents so animal services officers can return the dogs or cats to their rightful owners instead of taking them to the shelter. Food for Paws continues to be a stable program that keeps animals from being abandoned or turned into the shelter. The Humane Society continues to fund this program, which has reduced the number of dogs and cats entering the shelter.

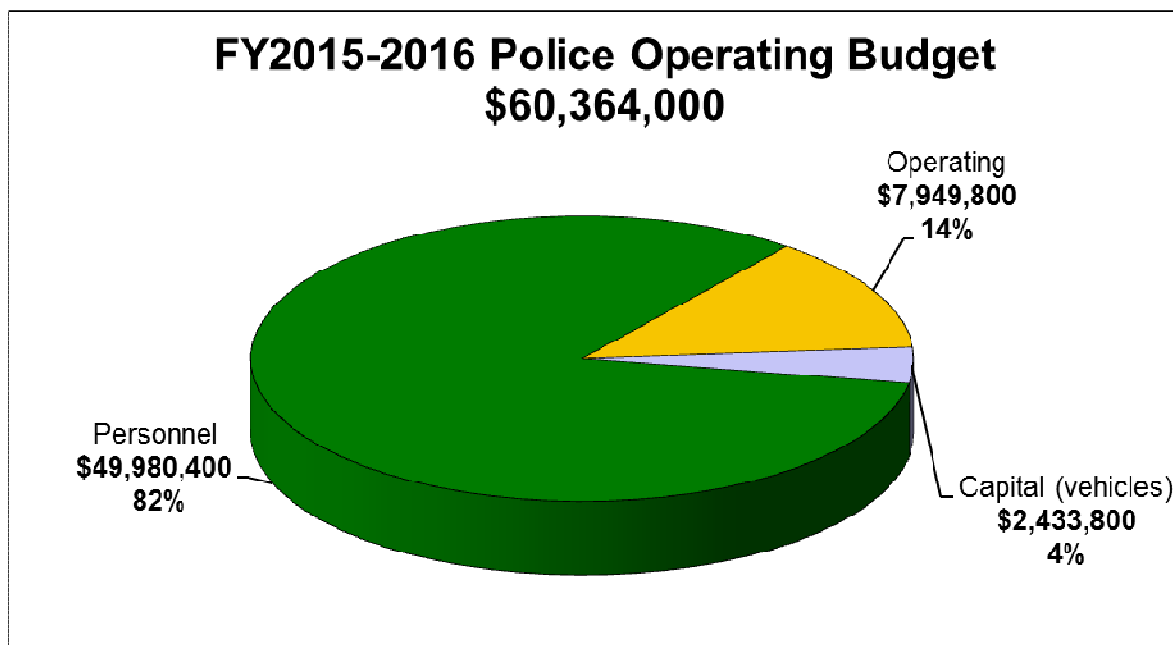


Departmental Performance Plan Budget Analysis

The results of the 2014 Citizen Satisfaction Survey for Chesterfield County were published in June 2015. In the personal safety area, 93 percent of residents feel safe in their neighborhoods while 90 percent say that the overall public safety services are good to excellent.

The police department continues to have good fiscal policy and strives to operate efficiently and economically within its allocated budget, but it is only through additional funding that major issues can be adequately addressed and the department's objectives achieved. In FY2015-2016, there were numerous positive steps taken by county administration. These steps included funds for career development and a 2 percent merit increase for all eligible employees. In addition, the department received funding for three new patrol officer positions and federal funding through the Community Oriented Policing Services (COPS) Grant for five new officer positions to fulfill initiatives related to community policing. Furthermore, funds for the capital replacement program and funds for police equipment were restored to prior levels.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the commonwealth, the police department continues to be one of the most efficient and productive law enforcement agencies in the state.





Departmental Performance Plan Benchmarking

The police department continues to improve performance by identifying and applying best demonstrated practices within law enforcement. One of the methods used by the department to measure performance is benchmarking. The following charts show the comparisons among Virginia localities with similar population and size.

Locality Comparison Chart:

County	Population*	Square Miles	Crime Rate**	Total Sworn***	Ratio of Officers per 1,000 population	Officer per Square Mile
Chesapeake	233,908	353	6448	383	1.64	1.08
Henrico	352,283	244	4878	636	1.96	2.61
Prince William	431,863	339	3486	660	1.53	1.95
Chesterfield	337,270	446	4887	531	1.57	1.19

Source: Police Information Services Division, Police Information & Analysis Coordinator, 3/17/16

*Most recent published estimates as of report production date. Data obtained from each jurisdiction's official website.

**Crime rate data obtained from Virginia State Police Crime in Virginia Report 2014:

http://www.vsp.state.va.us/downloads/Crime_in_Virginia/Crime_in_Virginia_2014.pdf

***Authorized sworn strength figures for Fiscal year 2016.

Cost per Capita Comparison Chart:

County	FY2015 Budget	Cost per capita
Chesapeake	\$51,688,192	\$220.98
Henrico	\$69,244,773	\$212.88
Prince William	\$96,635,505	\$223.76
Chesterfield	\$60,364,000	\$178.98

Source: Police Information Services Division, Police Information & Analysis Coordinator, 3/17/16

*Most recent published estimates as of report production date. Data obtained from each jurisdiction's official website.



Departmental Performance Plan Future Outlook and Analysis

How may department programs & objectives change over time to better align with the county's strategic plan goals, given the future outlook?

Throughout the year, the police department continued to align its many programs and initiatives to meet both its goals and the county's strategic goals. Each year, the chief of police, deputy chiefs, and bureau commanders work with the Finance Unit to complete the Departmental Performance Plan. The plan includes department goals, statistics and workload indicators, highlights and accomplishments, and future challenges. Each year, new resource requests are identified, prioritized, and submitted for review and approval through the planning process.

How is the department addressing and/or planning to address unfunded needs, critical issues, changes in legislation, or other future financial considerations?

The Finance Unit is working closely with the chief of police, deputy chiefs, and command staff to identify and monitor unfunded needs. A review of all line-item expenditures is completed annually and any budget savings are identified, and, if appropriate, a reallocation of funds within the police department target is completed at that time. The department continually reviews current-year expenditures against budget figures, as well as reviews all aspects of police operations, ensuring that it is attempting to address future challenges. The department is committed to maintaining its high standard of quality, responsiveness, and essential services to the community.



Departmental Performance Plan Future Challenges

In the coming years, the police department will face several major challenges that will affect its ability to provide quality service. This Departmental Performance Plan addresses strategies for coping with the affects these issues will have on the police department and the service it provides.

Future Challenges - Police Department

1. Employee compensation
2. Maintaining adequate staffing levels to meet increased demands for service
3. Employee hiring and retention
4. Inability to meet the technological demands of the department due to budget restraints and the pace at which technology changes
5. Maintaining the department's high level of fiscal responsibility with ongoing demands for budget reductions
6. Vehicle traffic and traffic-related problems
7. Serving multi-lingual communities
8. County and student population growth and increased demand for services
9. Reviewing technologies and software to enhance efficiencies for department members, as well as members of our community, and transferring processes to electronic methods, when practical



Departmental Performance Plan Future Challenges

Future Challenges - Animal Services

1. Repair and renovate shelter facility to meet all standards as set by the directives of the state veterinarian
2. Ability to provide medical treatment, cleaning supplies, and food for the growing number of animals being brought in due to the philosophy of no euthanization of healthy animals
3. Maintaining adequate staffing levels to meet increased demands for service